Ingredients for a successful team

- ✓ Roles and responsibilities well understood
- ✓ Established ground rules
- ✓ Decisional authority
- ✓ Clear communication/balanced participation
- ✓ Mutual respect/commitment
- ✓ Share information

Old paradigm

- ✓ Adversarial and formal working relationships (Us vs Them)
- ✓ DOE project team works separately from other stakeholders
- ✓ Insufficient interaction with stakeholders
- ✓ Interaction primarily by sending drafts back and forth
- ✓ Stakeholders review “completed” work
- ✓ General public kept at arm's length
- ✓ Doesn't work

Insert “Critical Success Factors in the New Paradigm,” filename “Pg15r.pre”

Core team member responsibilities

- ✓ Identify project team members and ensure their involvement
- ✓ Develop the site conceptual model
- ✓ Identify and define site problems and controversial issues
- ✓ Establish remedial objectives and identify likely response actions
- ✓ Establish priorities
- ✓ Develop work plans
- ✓ Select remedy
- ✓ Establish site close-out criteria

There are many others; however, these are some of the most important core team responsibilities.

Meeting core team challenges

- ✓ Sites may have to re-evaluate their concept of a team approach. Formal communication alone is often not enough to resolve complex environmental restoration issues and address their inherent uncertainties, including whether any response is required
- ✓ For example, providing a briefing to the regulators announcing that a change in the point of compliance for the site is included in a revised planning document is not effective teaming/communication
- ✓ In order to take full advantage of available options, teams need to work together to build trust and fully understand concerns of other team members, as well as other stakeholders
- ✓ Participants must be given sufficient authority to support the consensus process. If decisions are frequently delayed or overturned when taken back to “upper management,” that party is not represented at a sufficiently high level

Ties to the other three principles

Problem Identification and Definition **-** The core team must agree on whether a condition exists that is a problem and what the problem is. Both of these are often accomplished by analyzing the existing information in the form of a conceptual model and formulating a problem statement agreed to by all members of the core team. Together, the core team will revise the conceptual model to reflect new information. Using this process, all parties will remain focused on the same problem

Early Identification of Likely Response Actions **-** Early actions cannot be sustained by DOE alone. If the regulators are not comfortable with the project scope, objectives, or approach, they will opt for delay even when the DOE internal team is ready to move forward. Including the core team in every significant decision may take some additional time and work in the short run. In the long run, however, nothing delays an environmental restoration project more than a stakeholder who has not been included in the decision making process

Managing Uncertainties **-** All environmental restoration projects present some level of residual uncertainty. Managing this uncertainty usually involves taking some degree of risk. Total involvement of the decision making stakeholders as members of the core team allows them to understand the unavoidable uncertainties, and the costs and benefits incurred by taking associated risks